



Autoliv

August 2025

Safe Harbor Statement*

This report contains statements that are not historical facts but rather forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Such forward-looking statements include those that address activities, events or developments that Autoliv, Inc. or its management believes or anticipates may occur in the future. All forward-looking statements are based upon our current expectations, various assumptions and/or data available from third parties. Our expectations and assumptions are expressed in good faith and we believe there is a reasonable basis for them. However, there can be no assurance that such forward-looking statements will materialize or prove to be correct as forward-looking statements are inherently subject to known and unknown risks, uncertainties and other factors which may cause actual future results, performance or achievements to differ materially from the future results, performance or achievements expressed in or implied by such forward-looking statements. In some cases, you can identify these statements by forward-looking words such as “estimates”, “expects”, “anticipates”, “projects”, “plans”, “intends”, “believes”, “may”, “likely”, “might”, “would”, “should”, “could”, or the negative of these terms and other comparable terminology, although not all forward-looking statements contain such words. Because these forward-looking statements involve risks and uncertainties, the outcome could differ materially from those set out in the forward-looking statements for a variety of reasons, including without limitation, general economic conditions, including inflation; changes in light vehicle production; fluctuation in vehicle production schedules for which the Company is a supplier; global supply chain disruptions, including port, transportation and distribution delays or interruptions; supply chain disruptions and component shortages specific to the automotive industry or the Company; geopolitical instability, including the ongoing war between Russia and Ukraine and the hostilities in the Middle East; changes in general industry and market conditions or regional growth or decline; changes in and the successful execution of our capacity alignment, restructuring, cost reduction and efficiency initiatives and the market reaction thereto; loss of business from increased competition; higher raw material, fuel and energy costs; changes in consumer and customer preferences for end products; customer losses; changes in regulatory conditions; customer bankruptcies, consolidations, or restructuring or divestiture of customer brands; unfavorable fluctuations in currencies or interest rates among the various jurisdictions in which we operate; market acceptance of our new products; costs or difficulties related to the integration of any new or acquired businesses and technologies; continued uncertainty in pricing and other negotiations with customers; successful integration of acquisitions and operations of joint ventures; successful implementation of strategic partnerships and collaborations; our ability to be awarded new business; product liability, warranty and recall claims and investigations and other litigation, civil judgments or financial penalties and customer reactions thereto; higher expenses for our pension and other postretirement benefits, including higher funding needs for our pension plans; work stoppages or other labor issues; possible adverse results of pending or future litigation or infringement claims and the availability of insurance with respect to such matters; our ability to protect our intellectual property rights; negative impacts of antitrust investigations or other governmental investigations and associated litigation relating to the conduct of our business; tax assessments by governmental authorities and changes in our effective tax rate; dependence on key personnel; legislative or regulatory changes impacting or limiting our business, including changes in trade policy and tariffs; our ability to meet our sustainability targets, goals and commitments; political conditions; dependence on and relationships with customers and suppliers; the conditions necessary to hit our financial targets; and other risks and uncertainties identified under the headings “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” in our Annual Reports and Quarterly Reports on Forms 10-K and 10-Q and any amendments thereto. For any forward-looking statements contained in this or any other document, we claim the protection of the safe harbor for forward-looking statements contained in the Private Securities Litigation Reform Act of 1995, and we assume no obligation to update publicly or revise any forward-looking statements in light of new information or future events, except as required by law.

* Non-US GAAP reconciliations are disclosed in our regulatory filings available at www.sec.gov or www.autoliv.com

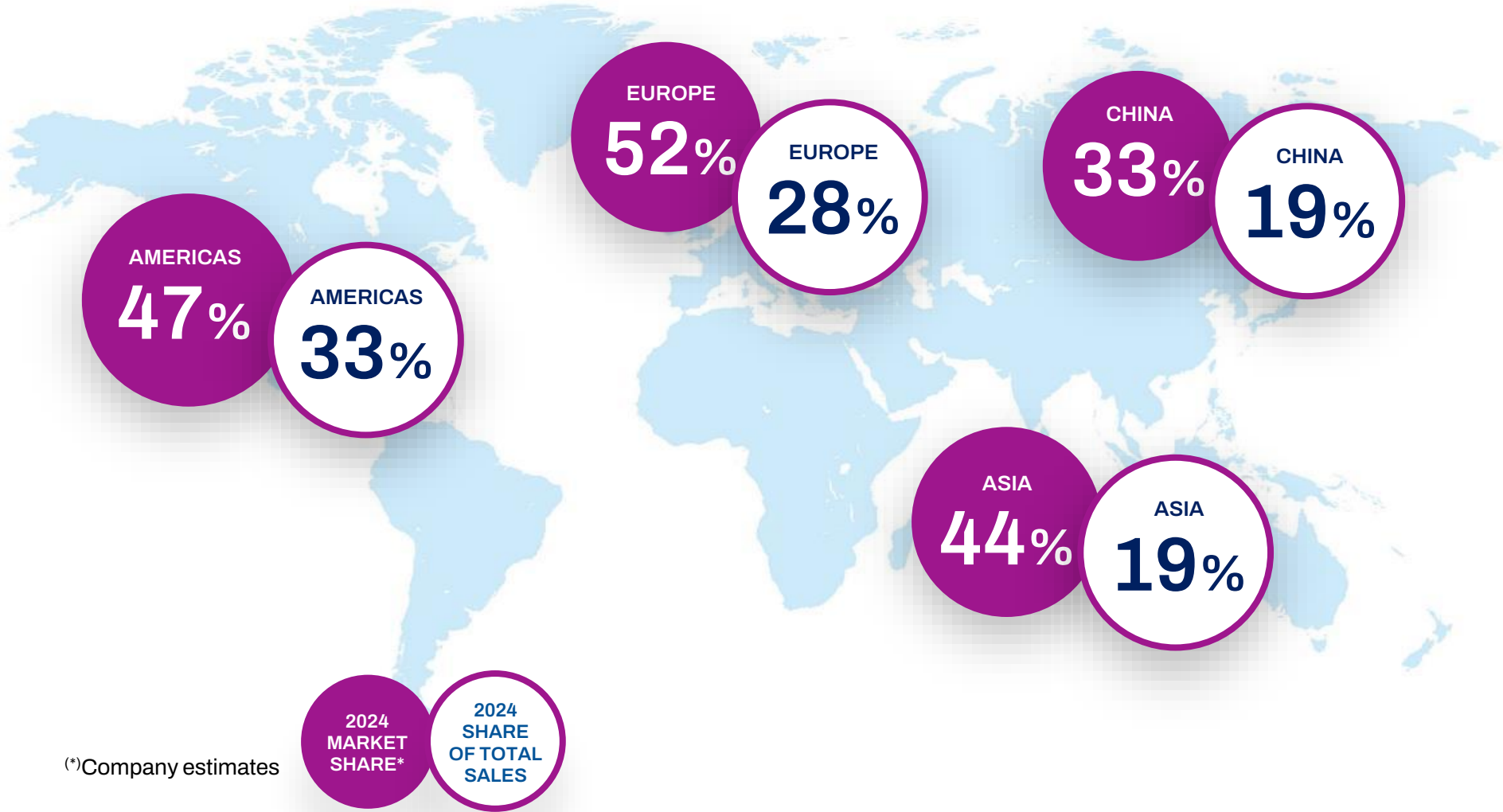
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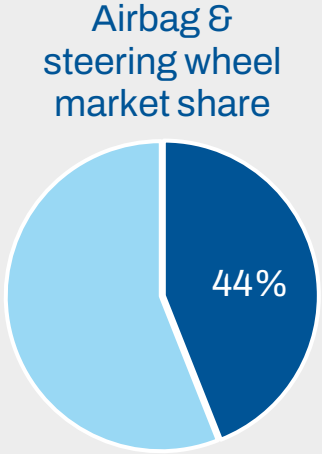
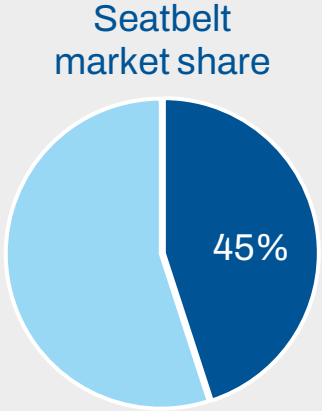
Autoliv Market Position



Market leadership in all regions and across product segments

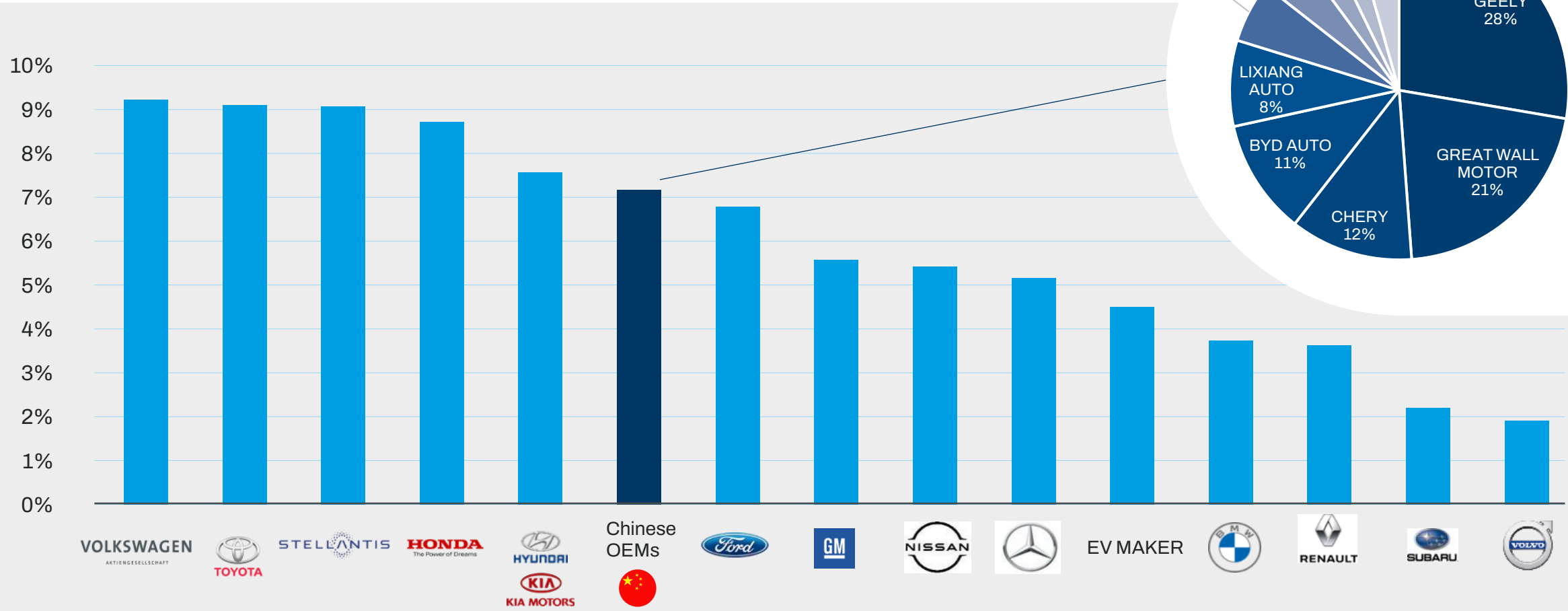


(*)Company estimates



Well diversified customer mix

Serving All Major OEMs (2024)

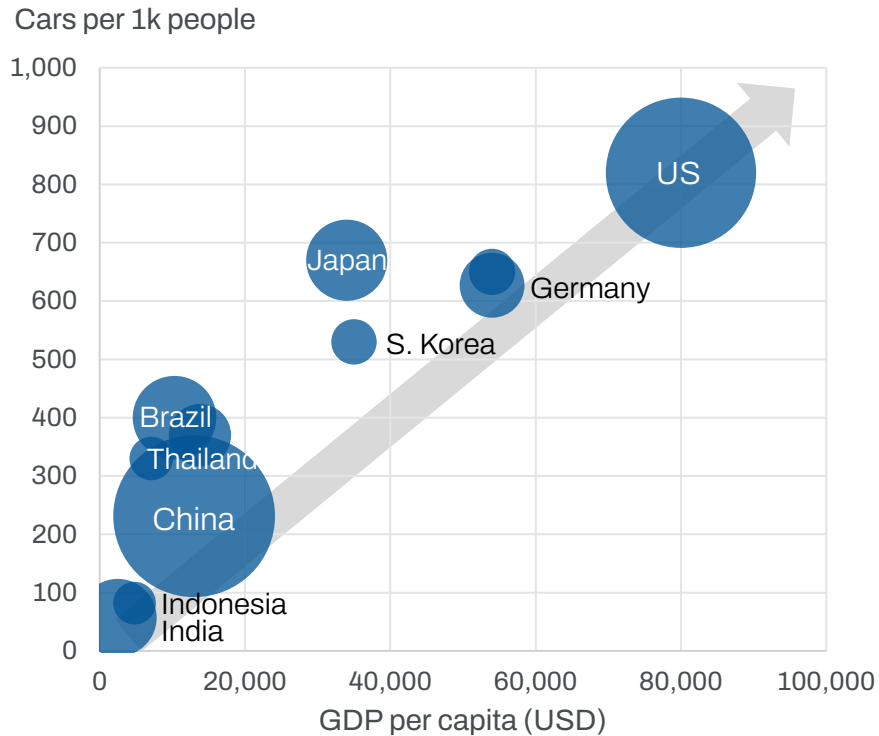


Market Transformation & Light Vehicle Markets



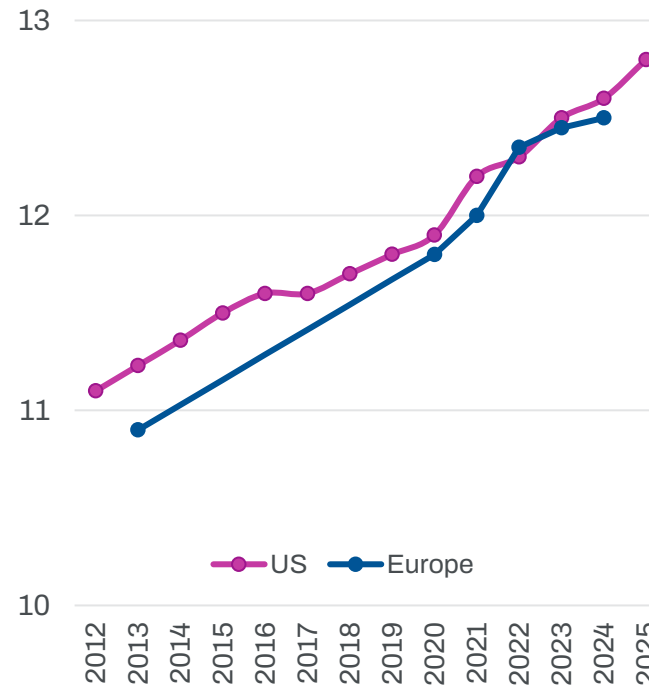
Automotive Market Fueled by Economic Growth, Replacement Demand, and Electrification

Increased standard of living leads to more cars per capita¹

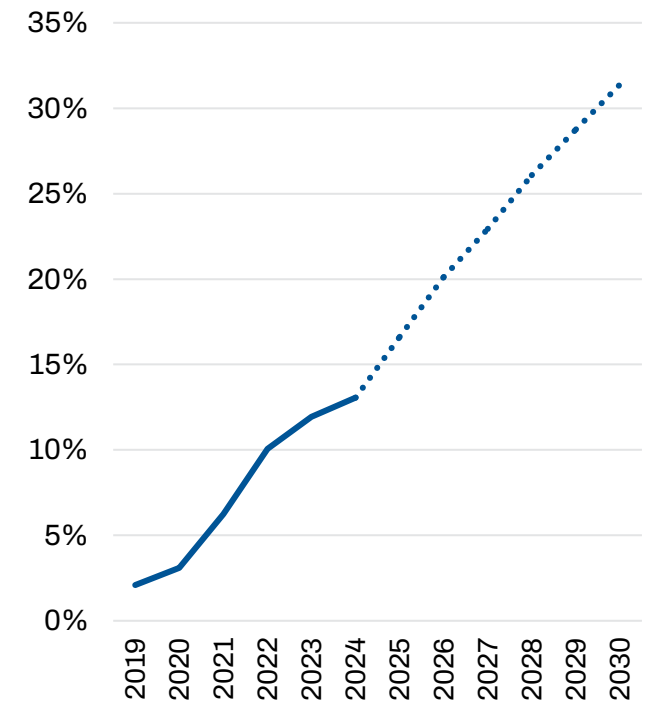


Average age of vehicles hits new record²

Example: U.S & Europe Vehicle Average Age in years



BEVs share of Global LVP³

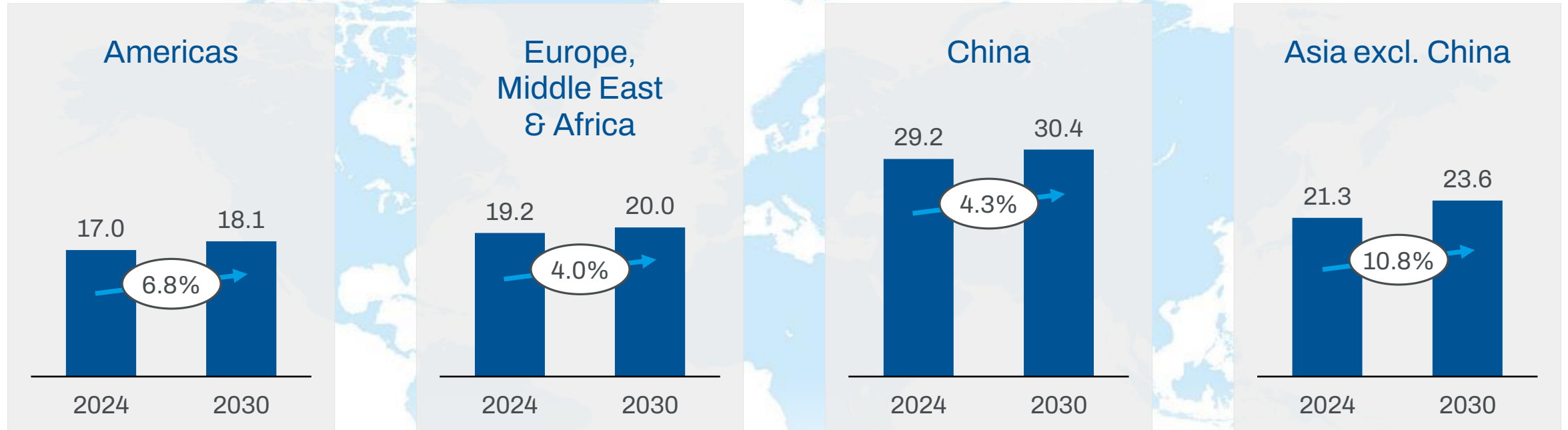


Source 1: IMF data for 2024

Source 2: US (S&P Global 2024), Europe (ACEA)

Source 3: S&P Global May 2025

Global Light Vehicle Production is expected to grow at around 1.3% per year from 2024 through 2030



Source: S&P Global May 2025

August 2025

Autoliv 2025

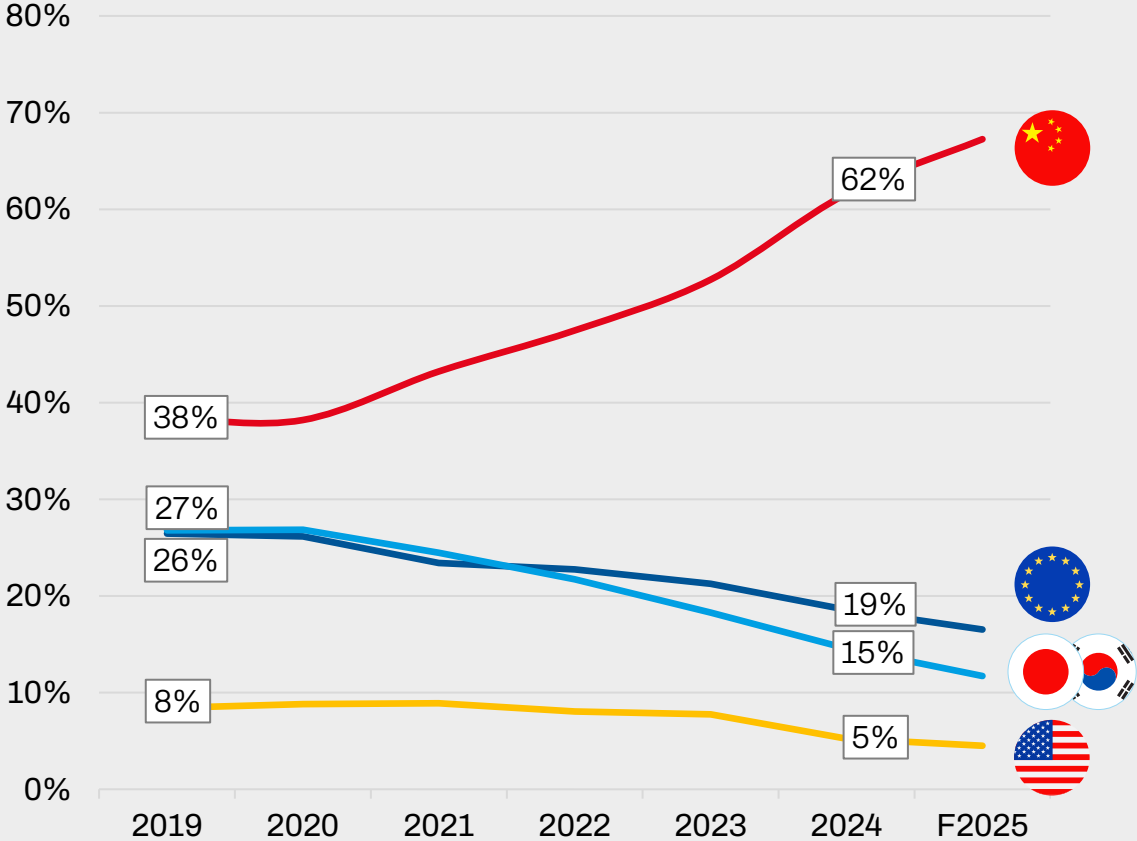
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Public

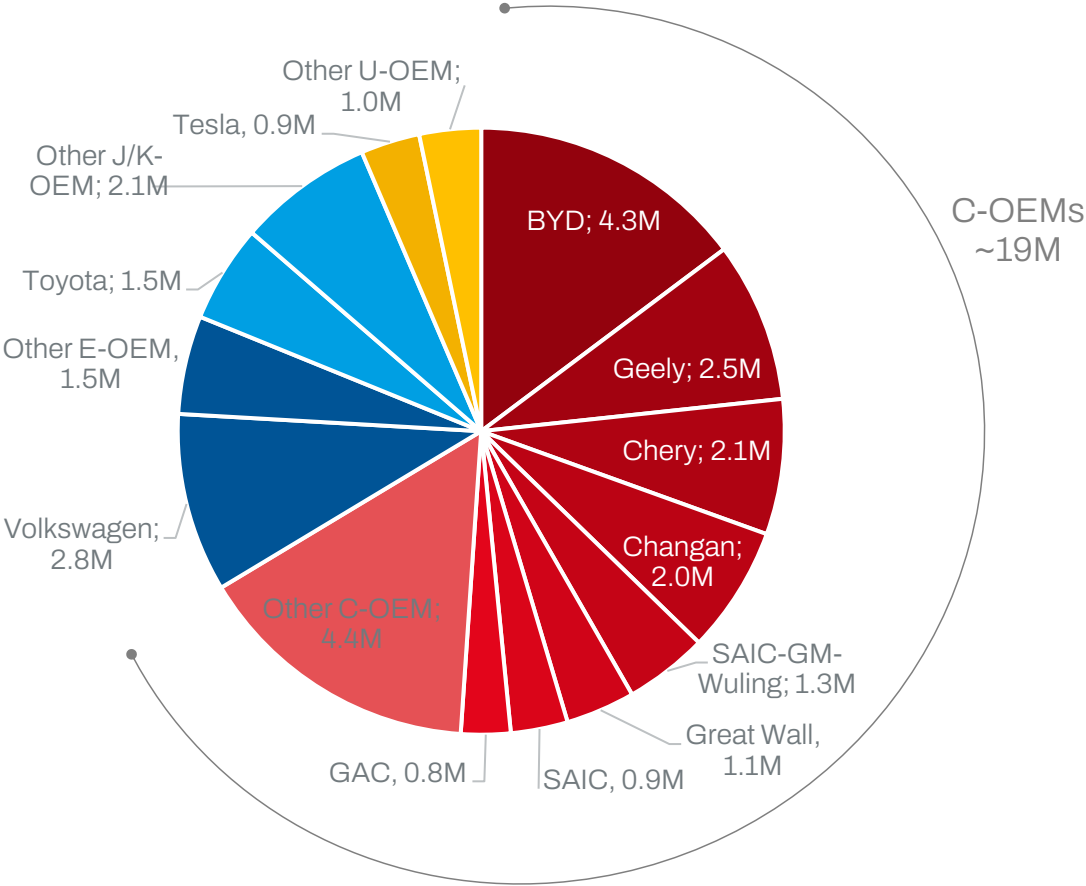
Autoliv

China Market* - Significant Acceleration of the C-OEMs Market Share

Market share development by OEMs groups



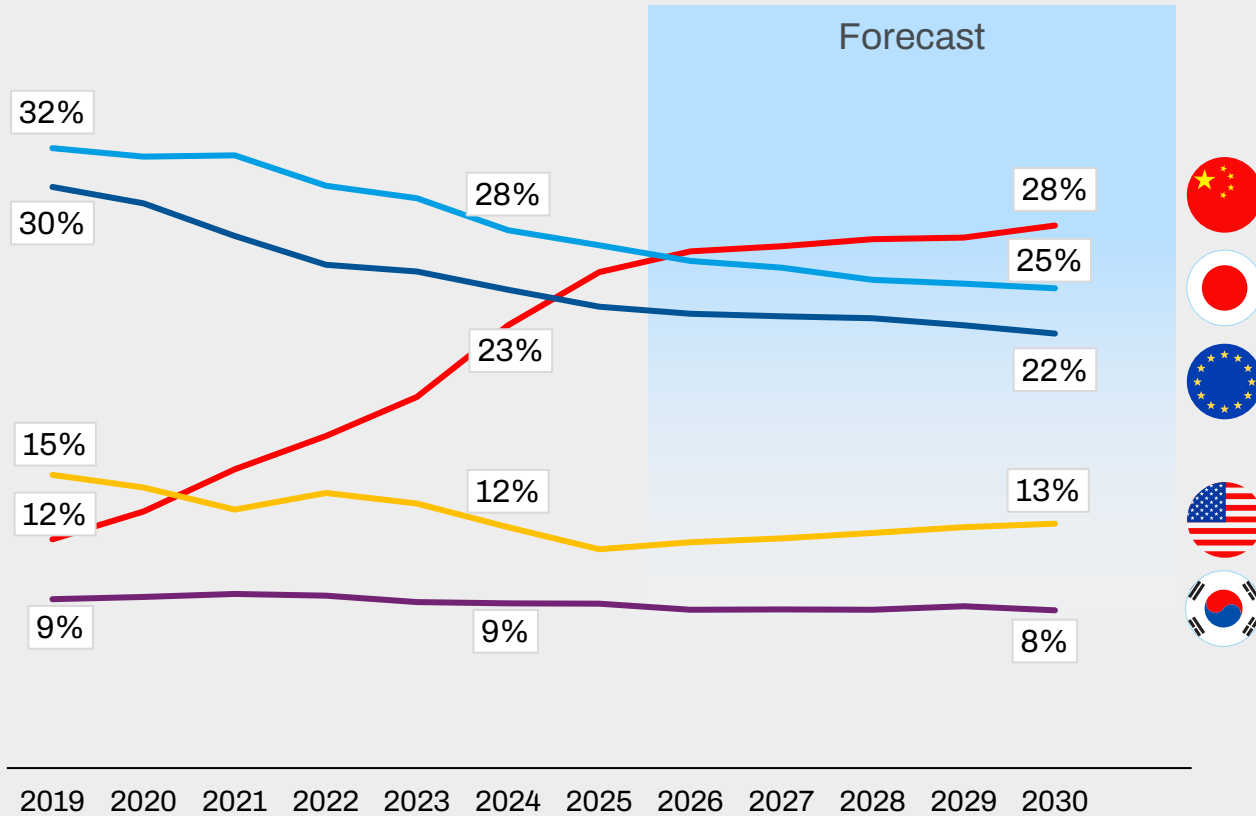
2024 LVP by OEMs**



(*) Source: S&P Global May 2025, Jaguar Land Rover, Volvo, Polestar are considered E-OEMs. NA brands of Stellantis are considered to be U-OEMs
 (**) E-OEMs= European OEMs; U-OEMs= U.S. OEMs; J/K-OEMs = Japanese and Korean OEMs

The past years the Light Vehicle market experienced a shift in OEM mix

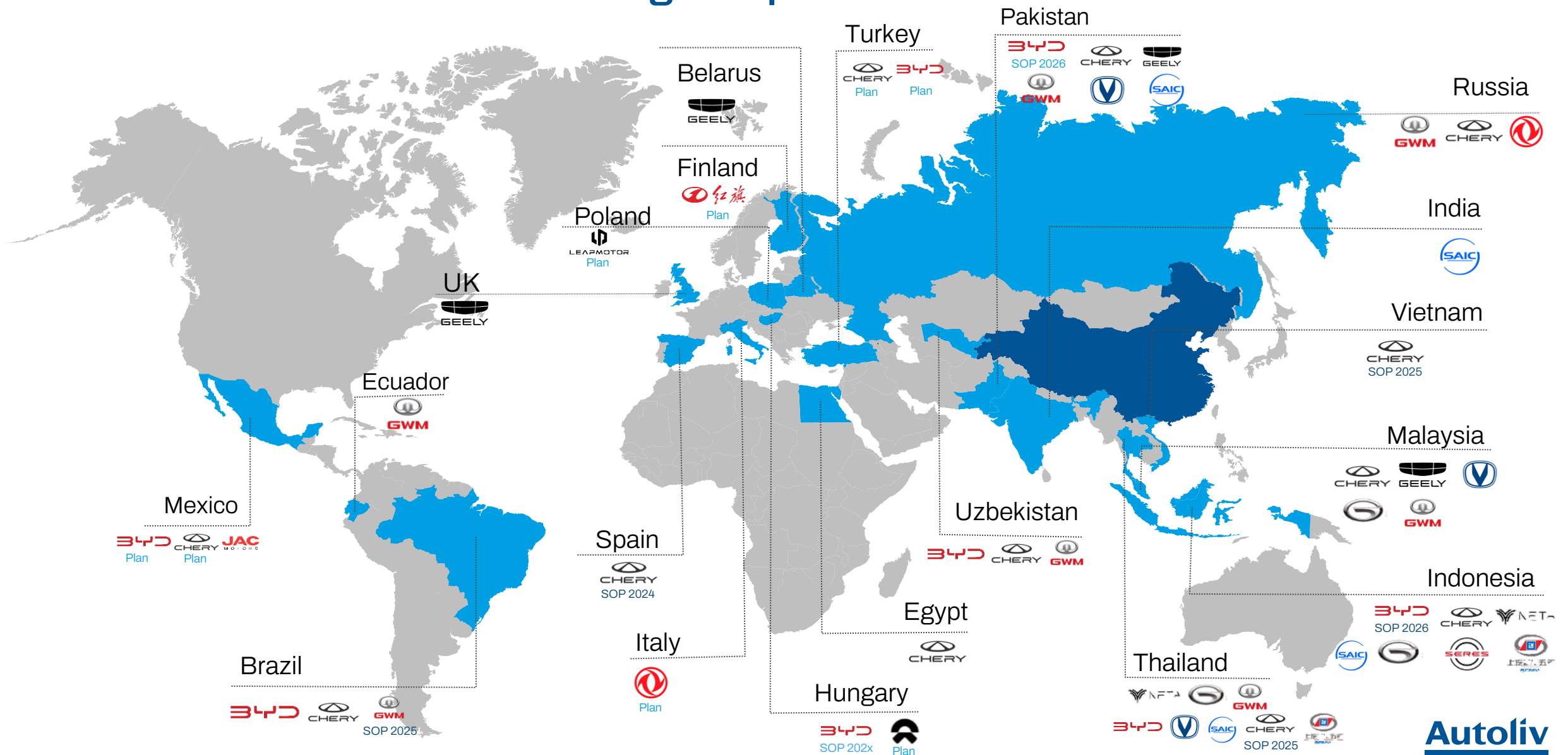
OEM market share development – Global



Chinese OEMs are expanding their market shares both domestically and internationally

Source: S&P Global May 2025, Jaguar Land Rover, Volvo are considered E-OEMs. NA brands of Stellantis are considered to be NA-OEMs

C-OEMs Oversea Manufacturing Footprint Plans



Autoliv China - Achieved Significant Progress in Customer Relationships

New Business Cooperations

October 2022



Strategic cooperation with Geely

March 2023



Strategic cooperation with Chery

May 2023



Strategic cooperation with NIO

June 2023



Technology co-creation with LEVC

December 2024



Strategic cooperation with JMC

April 2025



Strategic cooperation with Goodbaby

September 2023



Strategic cooperation with GWM

June 2024



Strategic cooperation with Xpeng Aeroht

Customer Awards

Li Auto	Excellence Quality Award
GWM	Sincere Partner Award, Global Pioneer award and Excellent Quality Award
XPENG	"Together with XPeng" and "QCC PengYi Cup Gold Award"
NIO	NIO Quality Premium Partner and the Blue sky award
Nissan	Best Supply Chain Partner
Changan-Deepal	Quality Contribution Award
Mazda	Excellent Quality supplier & CMA Model of the Times Award
JMC	Excellent Supplier Award
Chery	Excellent development and innovation award
Ford	Outstanding supplier
Geely Zeeker Plant and Xiangtan Plant	Excellent Supplier Award
Geely Yuyao plant	Excellent Supplier Award
GAC Honda	Excellent Quality Award
Dongfeng Honda	Excellent Supplier for Quality Management
Adient	Best Cooperation award
SGM	Supplier of the Year

Autoliv China – Serving 69 Customers (@ 2 June, 2025)

**C-OEM Global Customer: 62
Autoliv Customer: 42**

Grid of logos for C-OEM Global Customers:

- Row 1: WEY, Haval, ORA, ZEEKR, LEVC, Lotus NYO
- Row 2: Geely, Chery, SAIC, Changan, JMC
- Row 3: BYD, Arcfox, NIO Firefly, JAC, Proton
- Row 4: Jaecoo, Omoda, MG, Fox, Exeed
- Row 5: Auton, Fox, Exeed

**Overseas Brands*

**Autoliv new business brands*

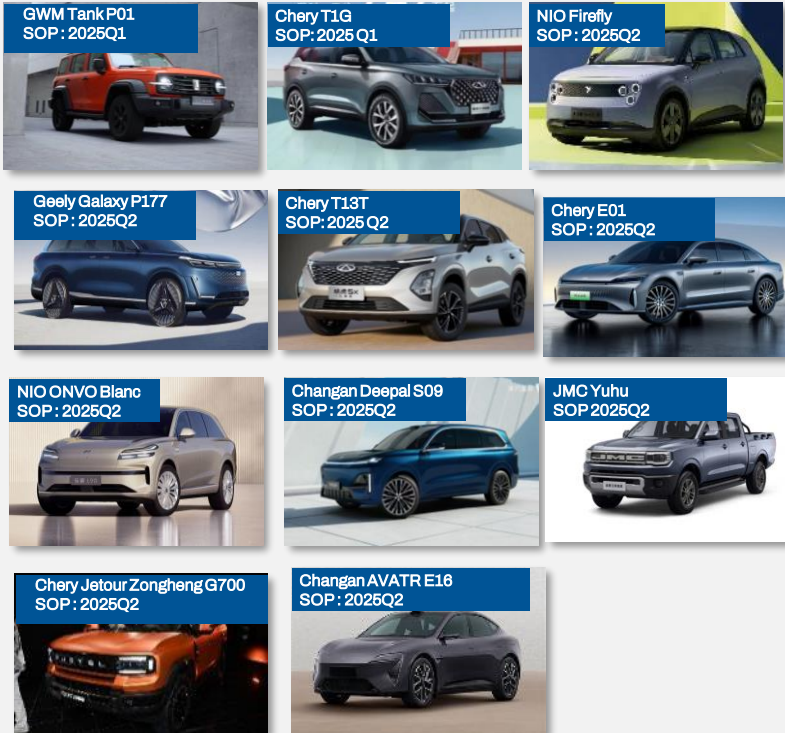
**G-OEM in China Customer : 29
Autoliv Customer: 27**

Grid of logos for G-OEM in China Customers:

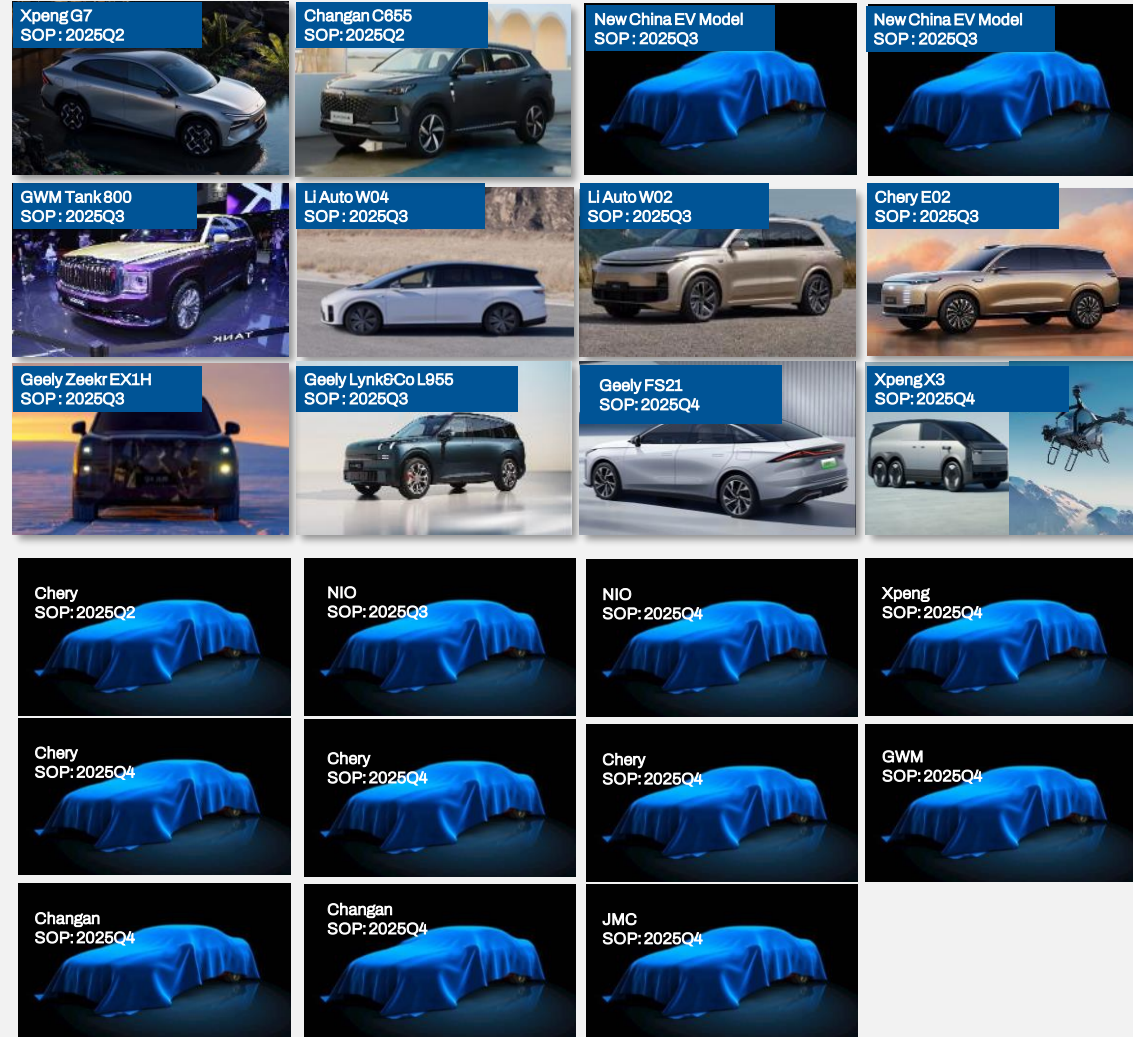
- Row 1: Toyota, Nissan, Mazda, Honda, Infiniti
- Row 2: VW, Mercedes, BMW, Audi, Citroen
- Row 3: Volvo, Land Rover, Lincoln, Hyundai, KIA
- Row 4: GM, Ford, Chevrolet, Skoda
- Row 5: Cadillac, Buick, Chrysler
- Row 6: Honda-ye, Buick NEV brand

Autoliv China – Record Number of New Launches in 2025

Already launched in 2025



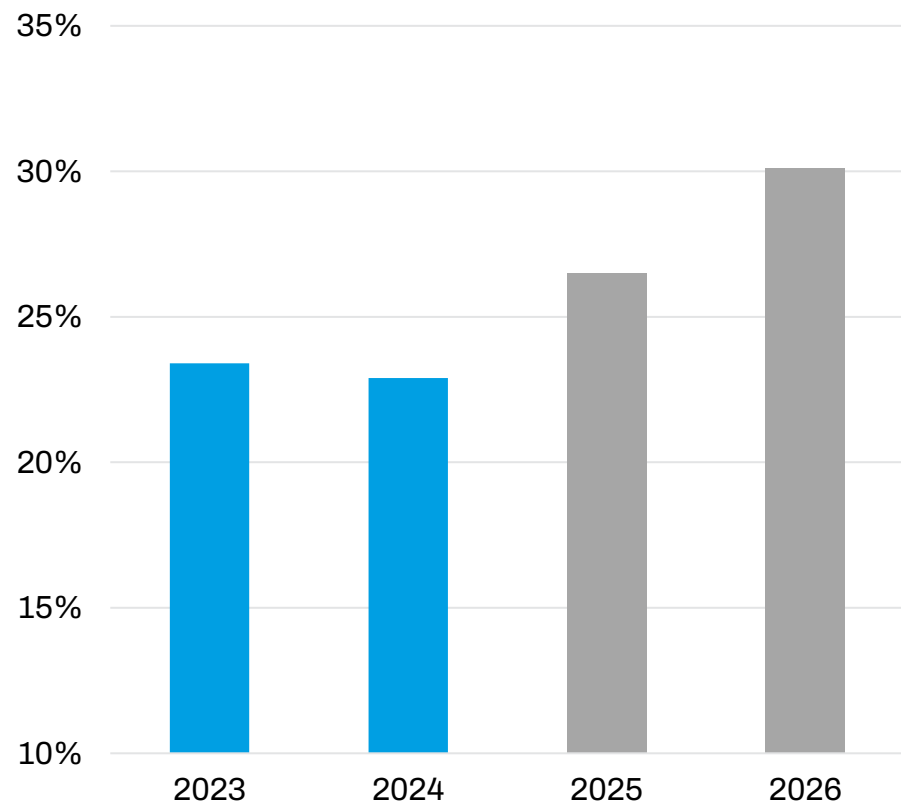
Coming launches in 2025



Our Focus on C-OEMs Ensures Strong Sales in the Market Transition

Market Share with C-OEMs*

%



Xpeng G9

(*) Company estimates

August 2025

Autoliv 2025


































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CPV



Regulations & ratings continue to drive more comprehensive safety measures through wider coverage of test cases


	2026	2027	2028	2029	2030	2030+
United Nations (UN) 						
Europe 						
Americas  						
China 						
India 						
Southeast Asia						

 Decided
 Anticipated

 Occupant Protection
 Electrification

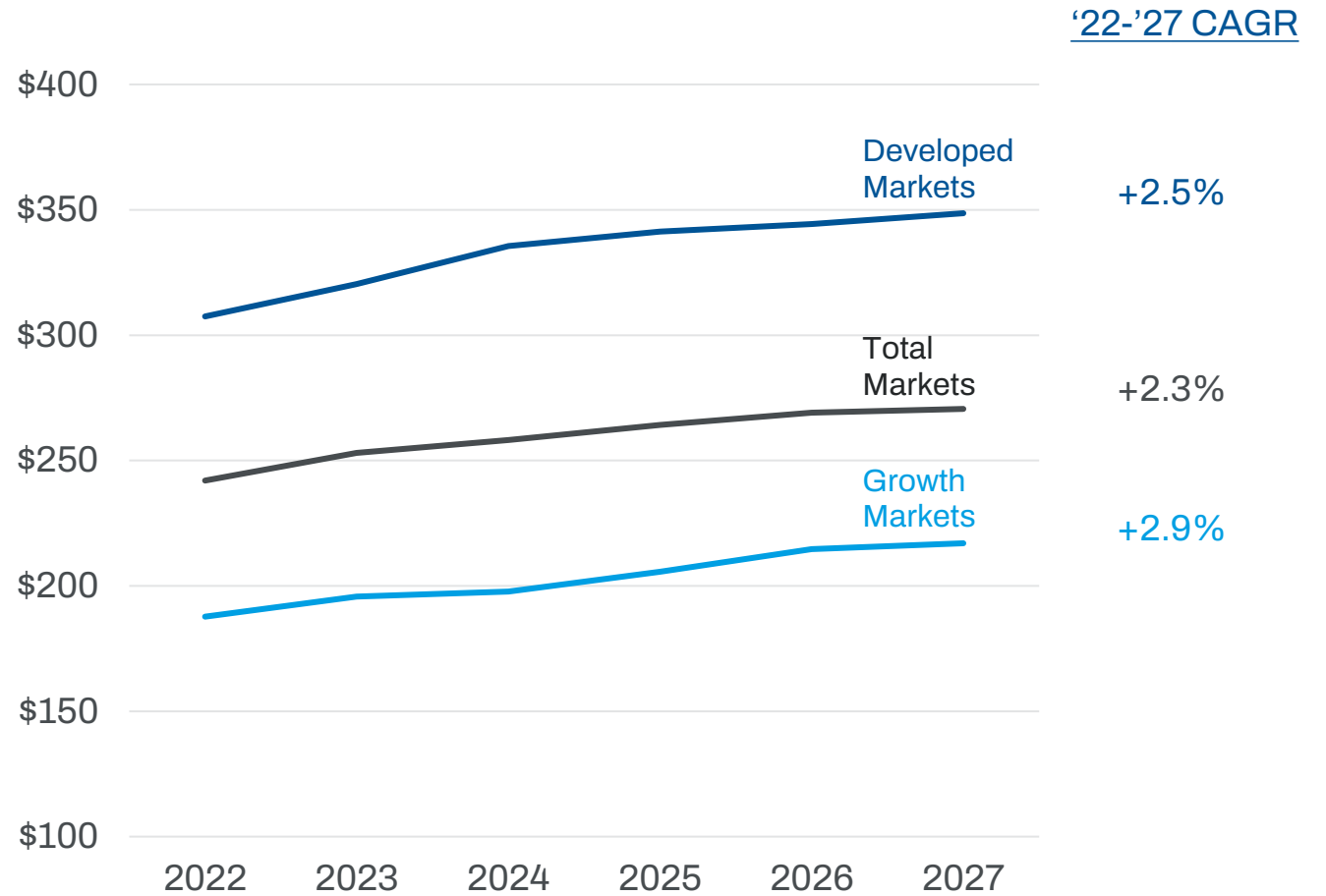
 ADAS / AD
 Virtual Testing

 Commercial Vehicles
 Pedestrian Safety

 Motorcycle Safety

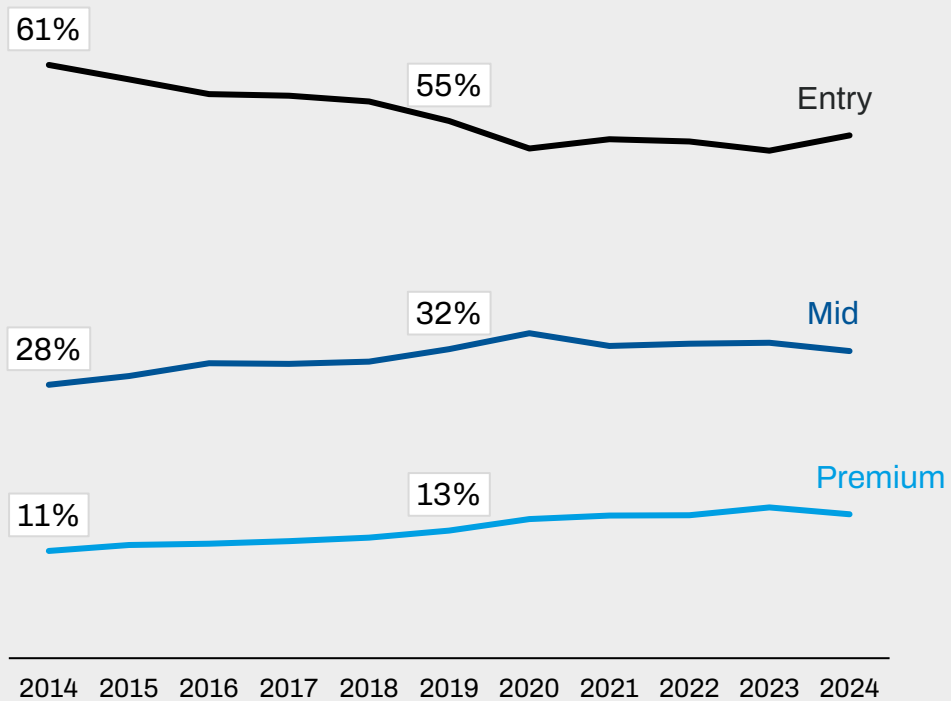
Safety Content per Vehicle is increasing across all regions, although the growth rates varies

Safety Content per Vehicle (CPV)

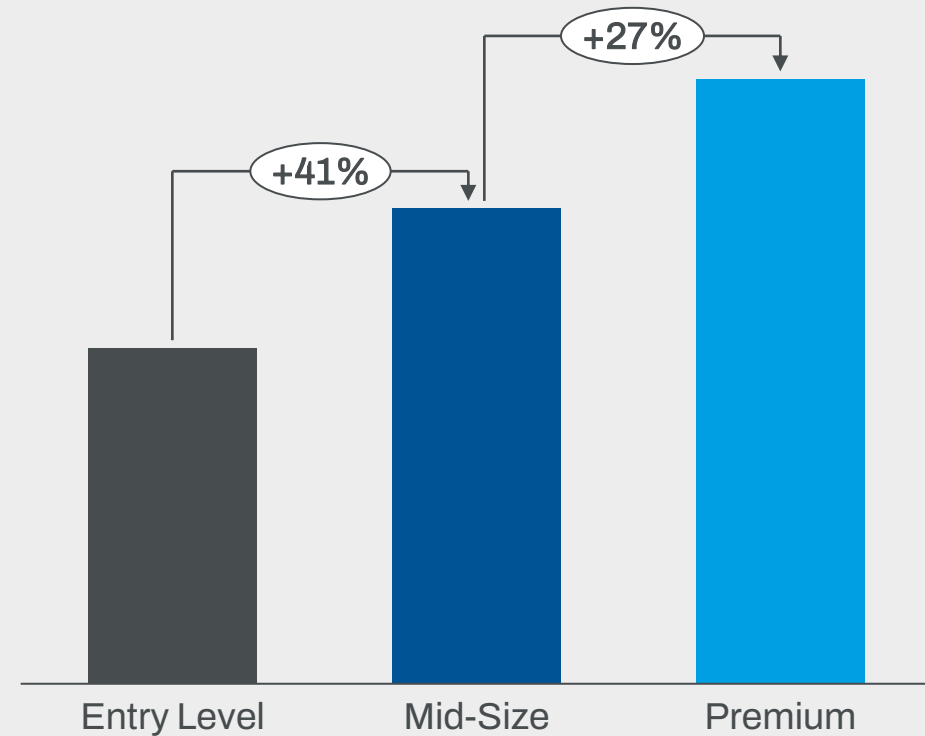


The trend rise in premium and mid-segment vehicles has a positive impact on safety content per vehicle (except 2024)

Price segment Development as share of Global LVP



Passive Safety Content per Vehicle



Autoliv performance



Optimizing our Global Footprint & Capacity to a Changing Market

Leading
Engineering &
Manufacturing
Footprint

Cost
Leadership

Americas

- Reduced POH and SG&A headcount
- Transferred functions from USA to Mexico
- Increased level of automation in the U.S.

Europe

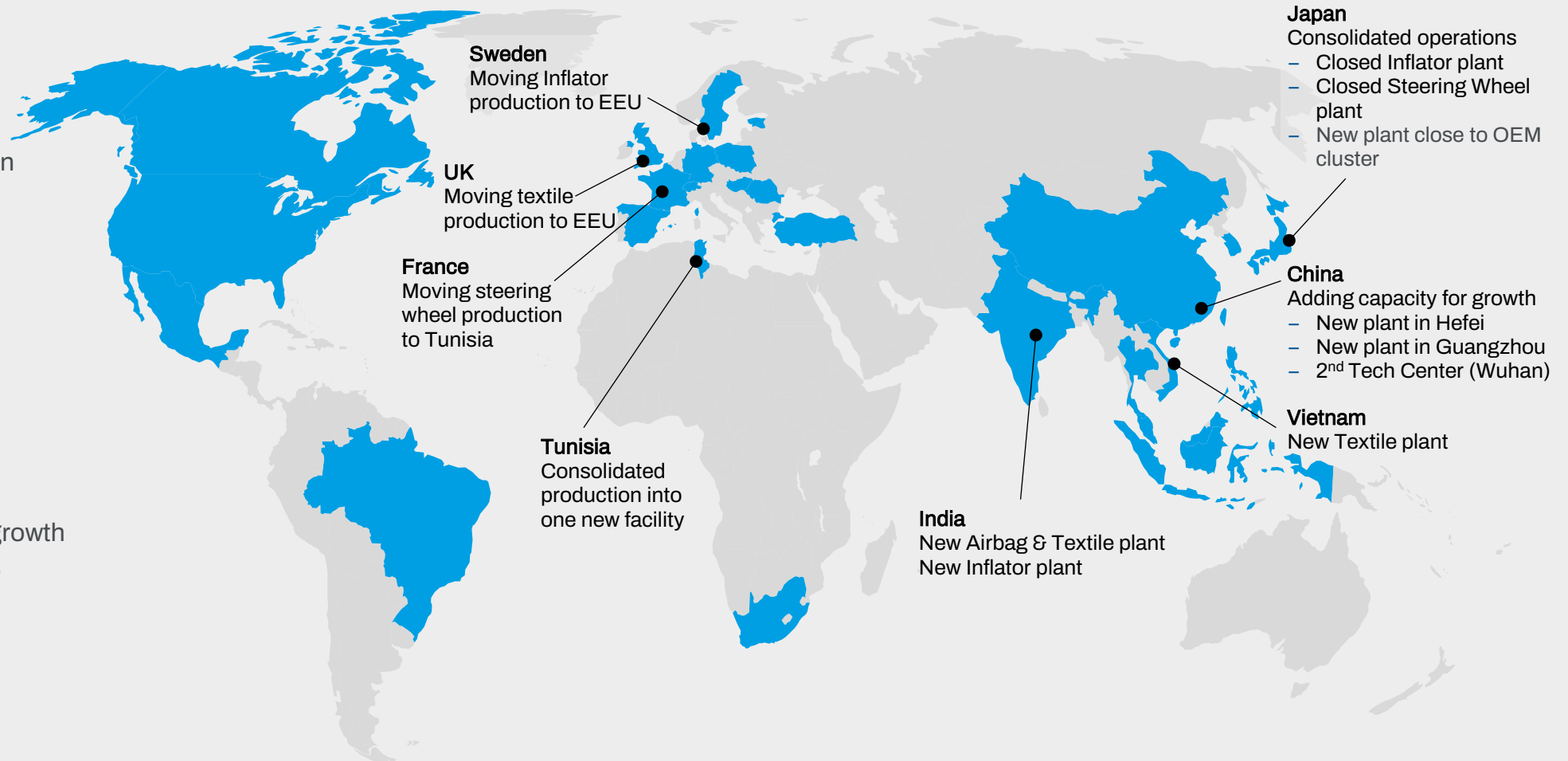
- Consolidated our footprint
- Reduced POH and SG&A headcount
- Transferred functions from WEU to EEU

China

- Reduced headcount
- Adding capacity to support growth
- Increased focus on C-OEMs

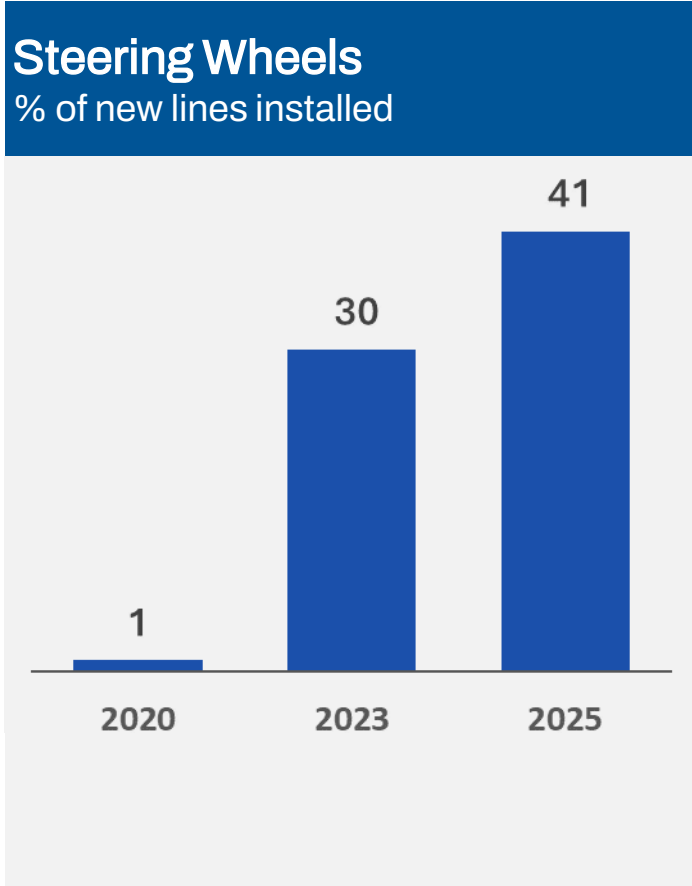
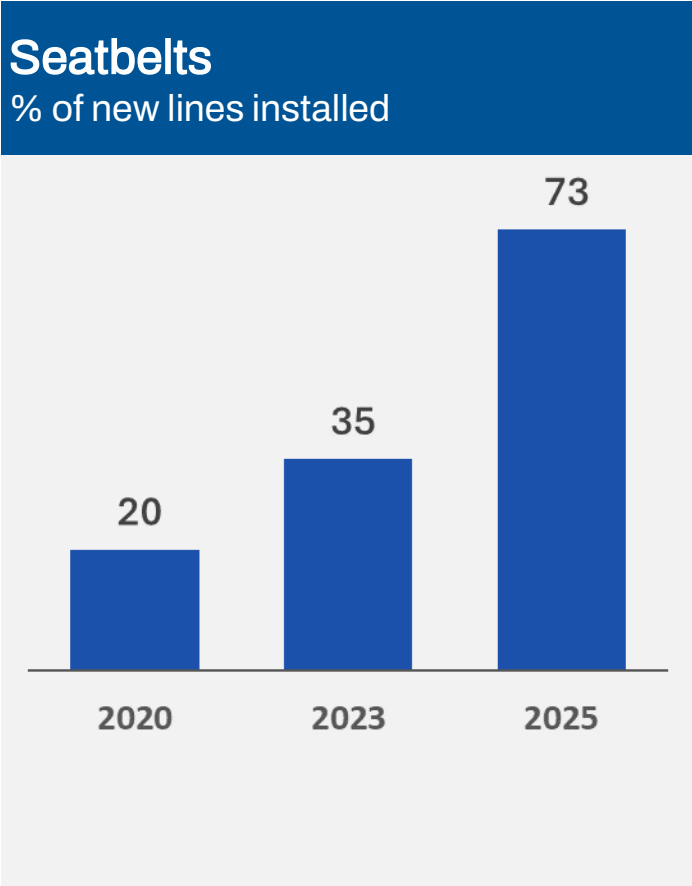
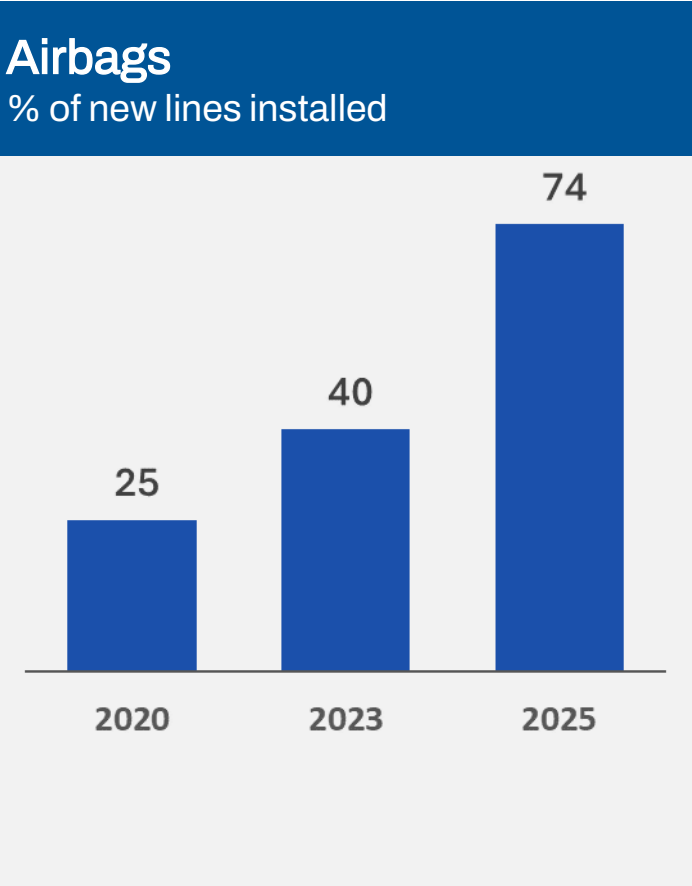
Asia

- Reduced headcount
- Adding inflator and textile production capacity



Automation is a Top Priority – Increasing Level with New Line Launches

The ratio of automation levels in new equipment has increased significantly

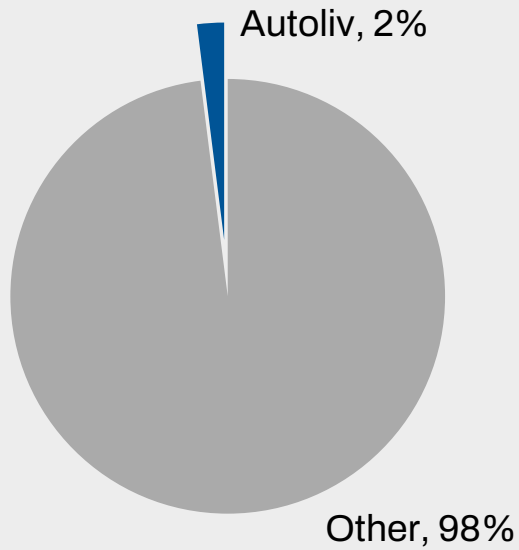


Driving Profitability & Growth Through Quality and Productivity

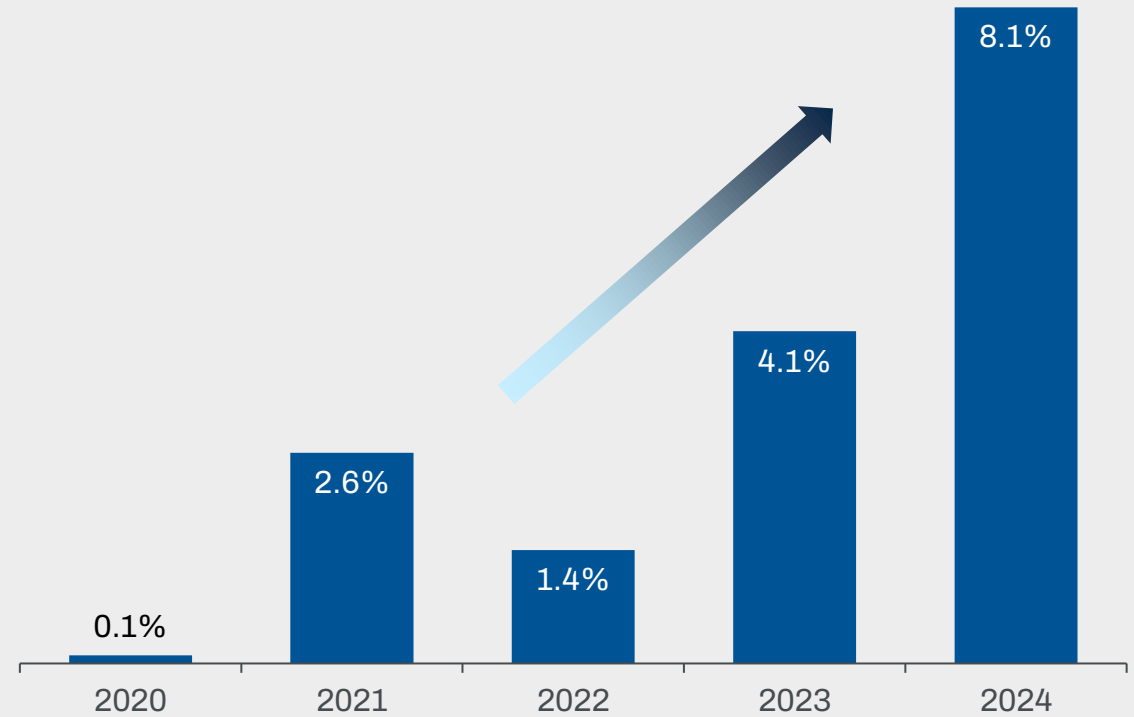


Quality Focus

Autoliv has been involved in around 2% of passive safety recalls over the last ten years



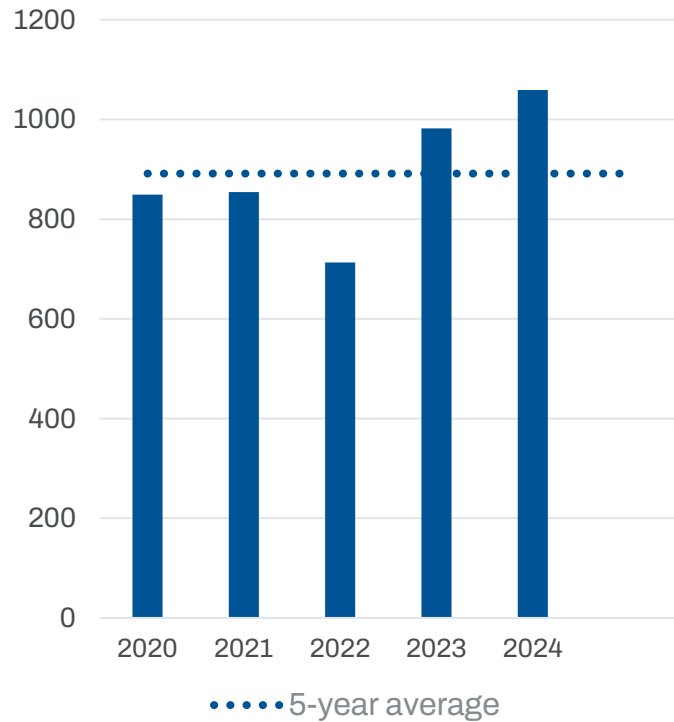
Productivity Improvement*



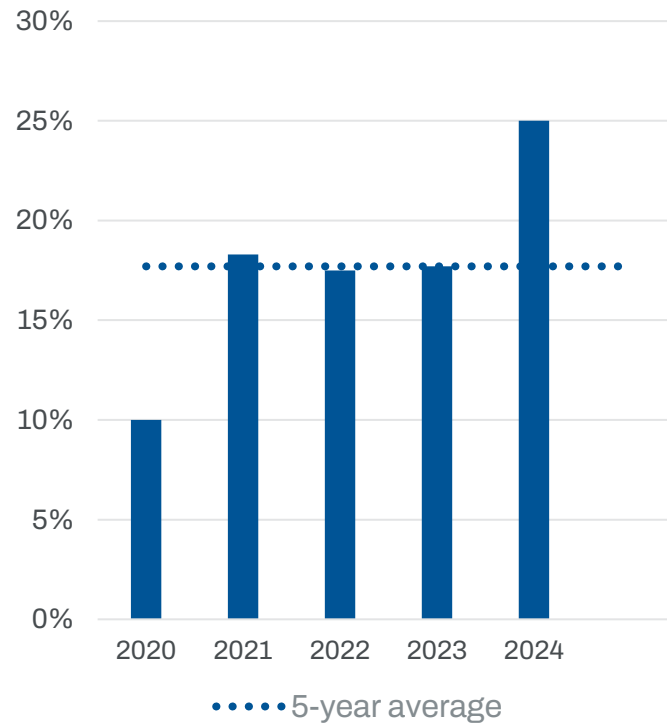
* Company estimates

Strong Financial Performance

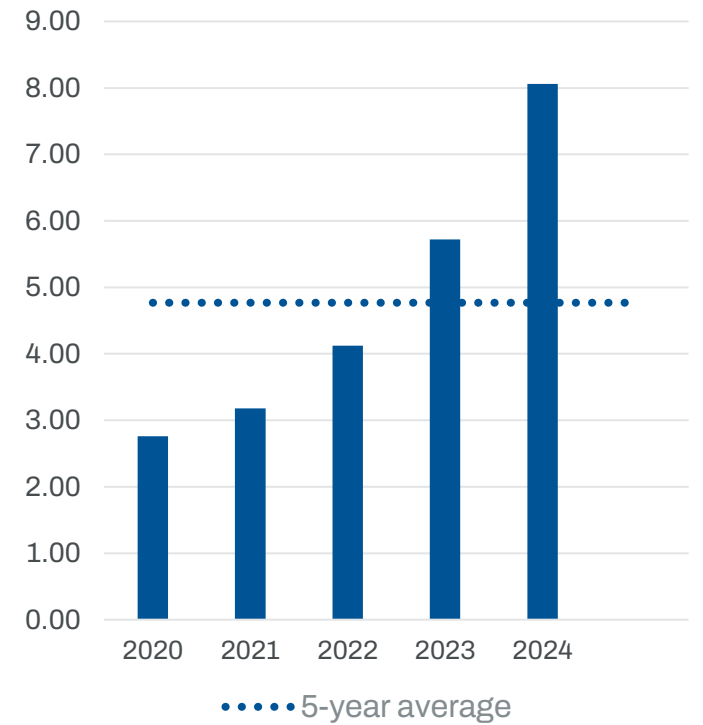
Operating cash flow¹
\$ million



Return on Capital Employed²
%



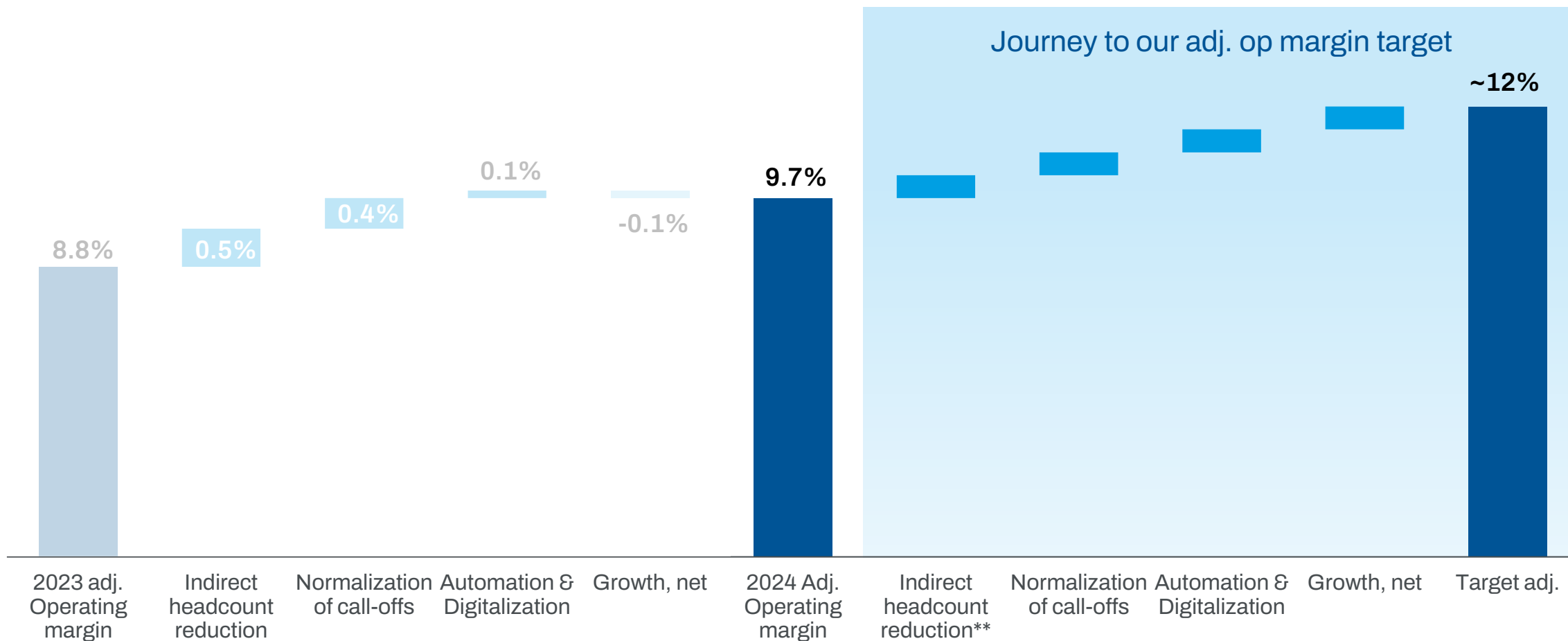
Earnings per Share
\$



¹⁾ Non-US GAAP measure.

²⁾ Non-US GAAP measure. Defined as free cash flow in relation to net income.

Towards our targeted Adj. Operating Margin* of ~12%



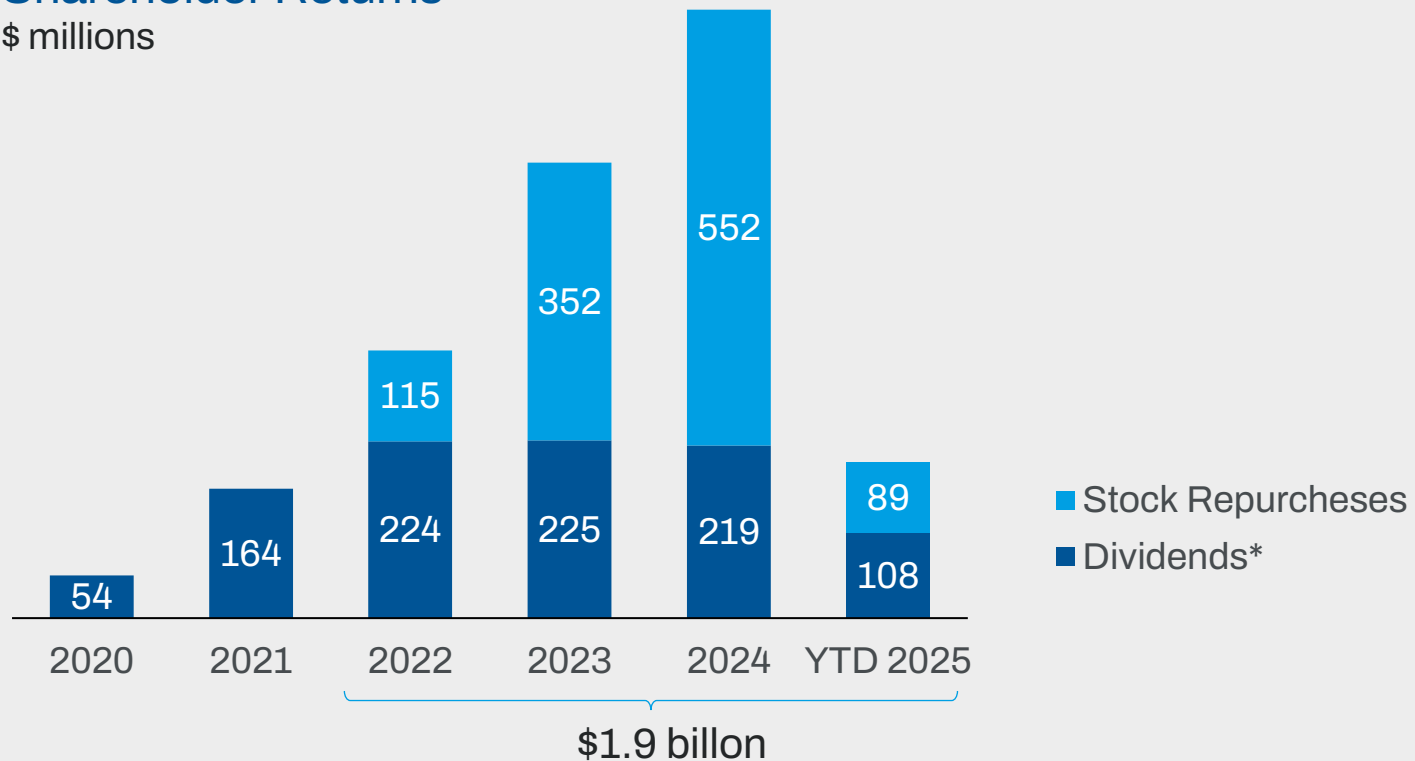
(*) Non-US GAAP measure. Excluding costs for capacity alignments.

(**) Already announced in 2023

Substantial Shareholder Returns

Repurchased 11 million shares corresponding to 13% of outstanding shares

Shareholder Returns
\$ millions



(* Includes dividends paid including Q2'25 and stock repurchases up to May 30, 2025)

Sustainable High Level of Shareholder Returns

Creating Shareholder Value



(*) Non-US GAAP measure, Operating cash flow less Capital expenditures, net. Non U.S. GAAP measure.

(**) The payout ratio, which refers to shareholder payouts as a share of cash flow from operations* .

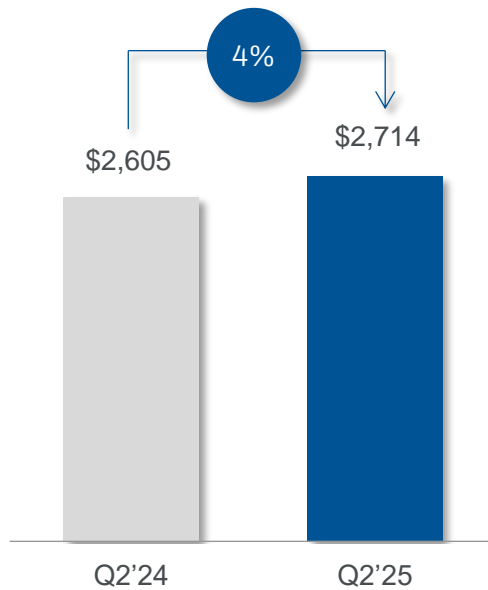
Latest Quarter

Q2'25 Financial Overview

Record sales and adjusted operating income* for a second quarter

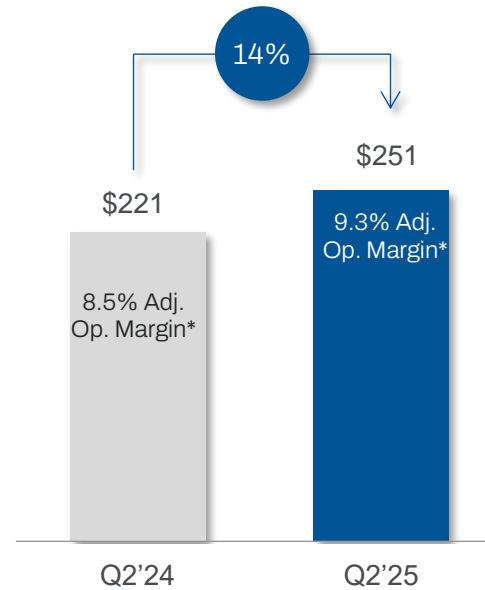
Consolidated Sales

US\$ -Millions



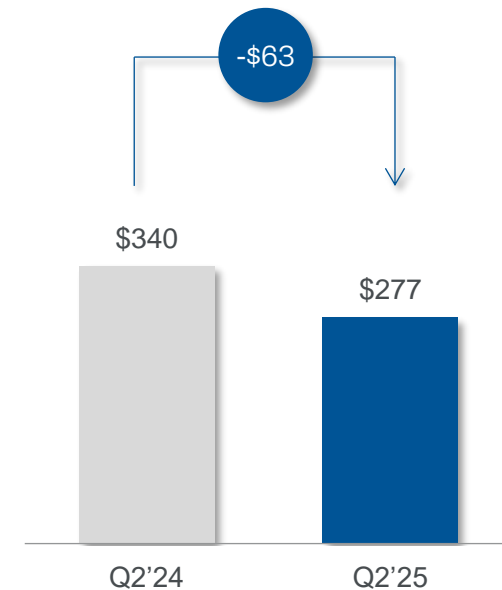
Adjusted Operating Income*

US\$ -Millions



Operating Cash Flow

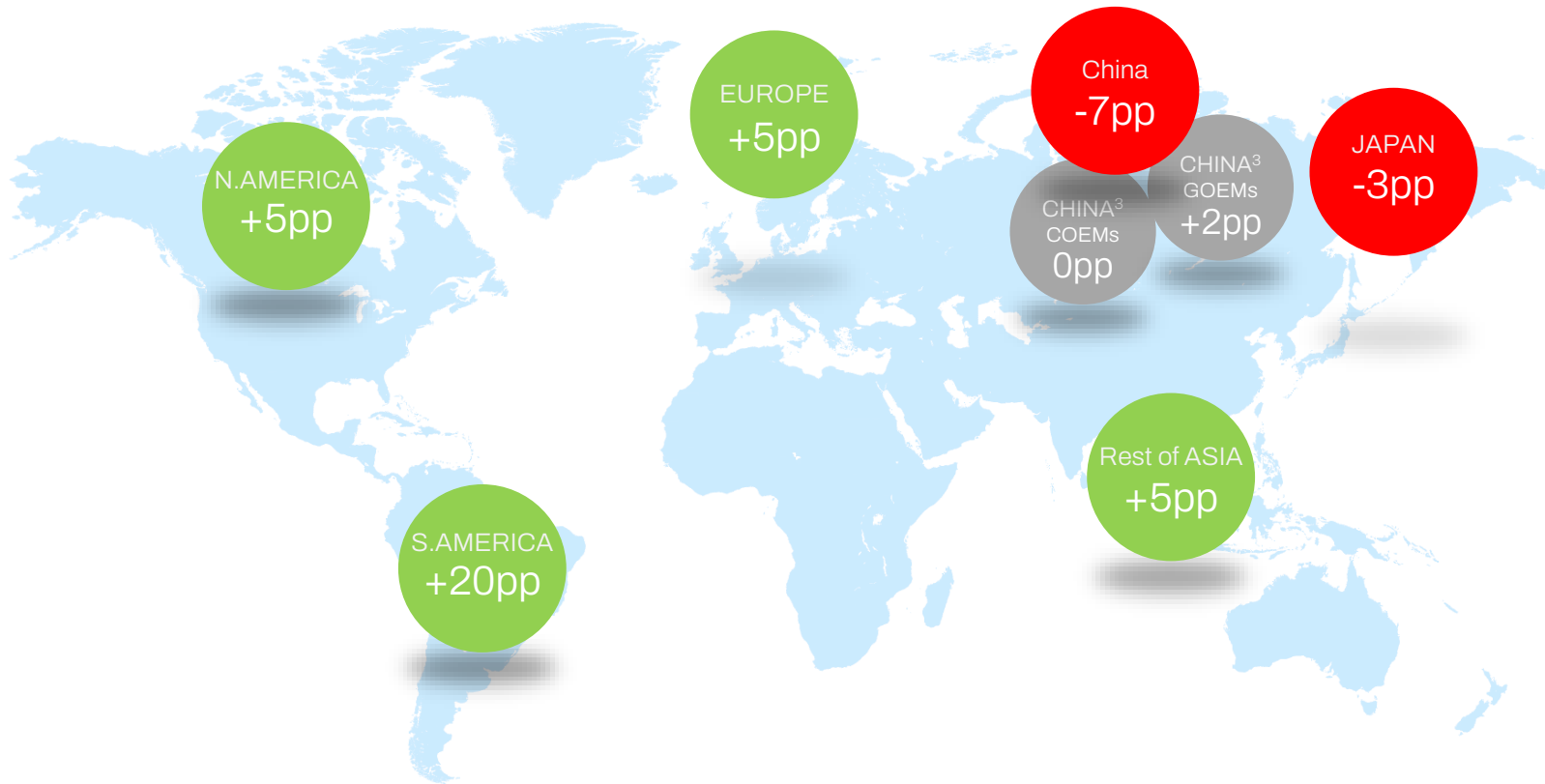
US\$ -Millions



* Non-US GAAP excluding effects from capacity alignment and antitrust related matters

Q2'25 Sales Growth - Organic Sales¹ Outperforming Global LVP by 1pp despite 2.5pp neg regional LVP mix

Outperformance - Organic growth¹ vs. LVP²
(Percentage points)



Our Main Net Sales Growth Drivers



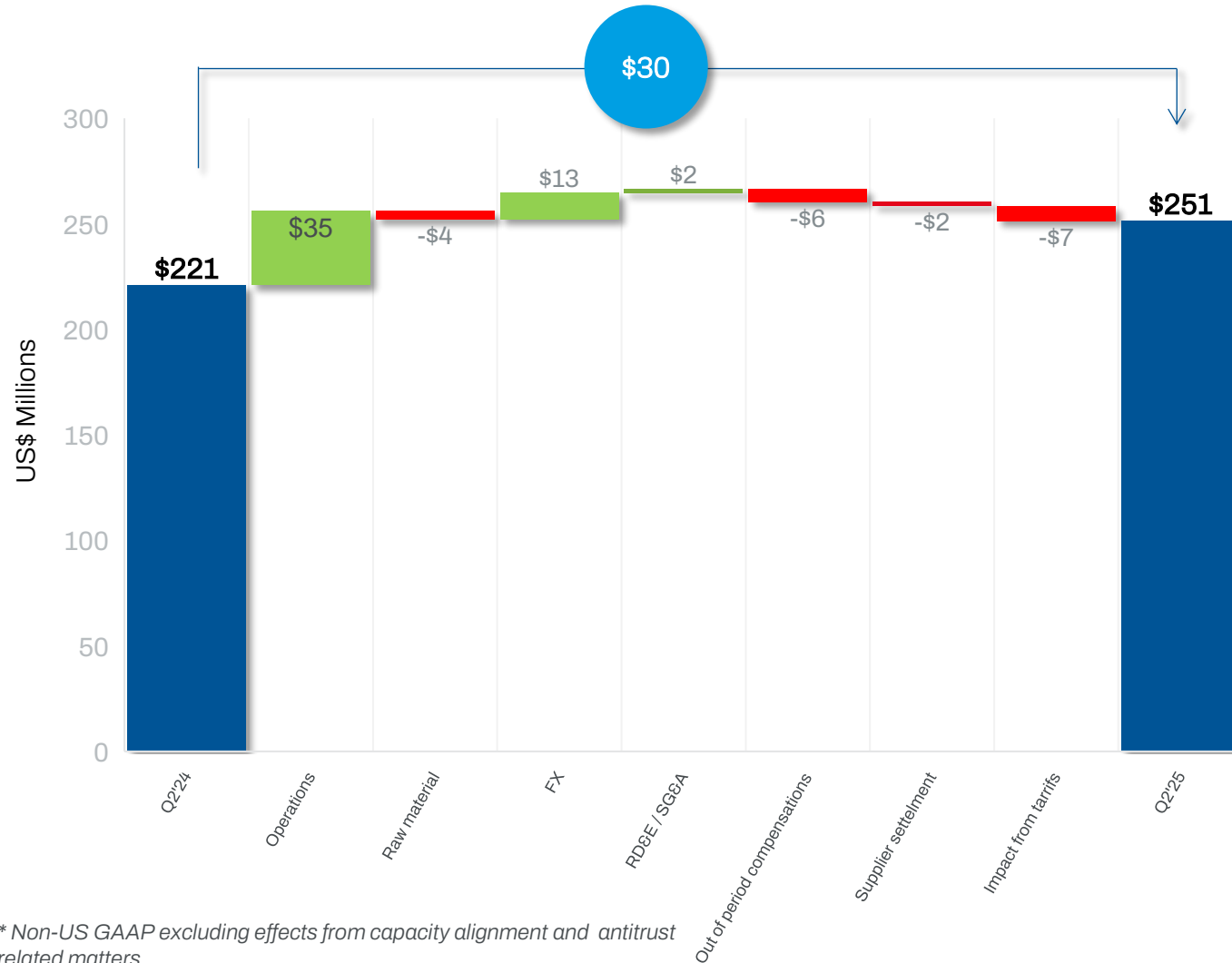
⁽¹⁾ Non-US GAAP measure

⁽²⁾ Light Vehicle Production (LVP up to 3.5 tons) according to S&P Global @ July 2025

⁽³⁾ COEMs: Chinese OEMs excluding Volvo and Polestar ; GOEMs: other vehicle manufactures operating in China

Q2'25 Margin expansion driven by execution of operational improvement plans

Adjusted Operating Income* Bridge



Operations

Primarily driven by

- Higher operational efficiency
- Improved call-off accuracy
- Organic sales growth

* Non-US GAAP excluding effects from capacity alignment and antitrust related matters

Full Year 2025 Guidance¹ & Assumptions, as expressed July 18, 2025

Full Year 2025 Guidance	
Organic sales increase ²	Around 3%
Adjusted Operating margin ²	Around 10 to 10.5%
Operating Cash flow ³	Around \$1.2 billion
Capex, net % of sales	Around 5%

Assumptions	
LVP Growth	Around -0.5%
FX	Around 0%
Tax rate ⁴	Around 28%

Exchange Rates	
US\$/EUR	0.8822
US\$/JPY	144.05
US\$/KRW	1380.6
US\$/MXN	19.319
US\$/CNY	7.1937



⁽¹⁾ Our full year 2025 guidance is based on our customer call-offs, as well as the achievement of our targeted cost compensation adjustments with our customers including for the new tariffs, no further material changes to tariffs or trade restrictions that are in effect as of July 10, 2025, as well as no significant changes in the macro-economic environment, changes in customer call-off volatility or significant supply chain disruptions.

⁽²⁾ Non-US GAAP including tariff compensations, but excluding effects from capacity alignment and antitrust related matters ⁽³⁾ Excluding unusual items ⁽⁴⁾ Excluding unusual tax items



Saving More Lives

August 2025

Autoliv 2025

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